

Message Text

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R 281915Z APR 76

FM AMEMBASSY LA PAZ

TO SECSTATE WASHDC 509

INFO AMEMBASSY PARIS

AMEMBASSY ROME

AMEMBASSY VIENNA

AMCONSUL MONTREAL

USUN NEW YORK 247

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AMEMBASSY PARIS FOR UNESCO, AMEMBASSY ROME FOR RODAG,
AMEMBASSY VIENNA FOR IAEA AND UNIDO, AMCONGEN MONTREAL
FOR ICAO

E.O. 11652: N/A

TAGS: UNDP, EAID, BL

SUBJECT: CERP 0008: EVALUATION OF UN ASSISTANCE
PROGRAMS

REF: STATE 72386

1. SUMMARY: FROM STANDPOINT OF UNDP ACTIVITIES, UN
ASSISTANCE PROGRAM IN BOLIVIA IS CURRENTLY SOMEWHAT
IN STATE OF FLUX DUE TO FOLLOWING FACTORS: (1) RECENT
ARRIVAL OF NEW UNDP RESIDENT REPRESENTATIVE CHARGED WITH
COORDINATION OF ALL UN ASSISTANCE ACTIVITIES; (2) SITU-
ATION CREATED BY CONFLICTING DEVELOPMENTS, SPECIFICALLY
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RAPID PROGRAM EXPANSION PER UNDP INSTRUCTIONS IN JUNE 1974,

AND SUBSEQUENT DRASTIC PROGRAM CURTAILMENT DUE TO 1975 UNDP FINANCIAL CRISIS: (3) PREVIOUS PROBLEMS IN UNDP PROJECT IMPLEMENTATION STEMMING FROM DISJOINTED BOB PLANNING SYSTEM, (SEE PARA 5, P.11) WHICH HAS BEEN REVISED RECENTLY; AND (4) TIMING OF PREPARATION FOR SECOND CYCLE COUNTRY PROGRAMMING, PRESENTLY UNDERWAY, COUPLED WITH DELAYS IN PUBLICATION OF GOB'S FIVE-YEAR PLAN, TO BE RELEASED IN JUNE. PROBLEMS RELATED TO THESE FACTORS APPEAR LIKELY TO BE RESOLVED DUE TO RESPE AND GOB'S DETERMINATION TO COORDINATE EFFORTS AND IMPLEMENT ASSISTANCE PROJECTS MORE EFFECTIVELY. HOWEVER, UNDP PROGRAM REVIEW/CURTAILMENT NOW IN PROCESS PORTENDS SHIFT IN FOCUS AWAY FROM AGRICULTURE AND SOCIAL SECTORS IN FAVOR QTE PRODUCTIVE UNQTE SECTORS SUCH AS CIVIL AVIATION, TELECOMMUNICATIONS AND MINING. WHETHER THIS THRUST FOR UNDP IS APPROPRIATE CAN BE QUESTIONED AND WE PLAN HAVE FURTHER DISCUSSIONS WITH RESREP CONCERNING THIS. END SUMMARY.

2. ROLE OF UNDP IN UN DEVELOPMENT SYSTEM. PRESENT UNDP RESREP ARRIVED NOVEMBER 1975 BUT HAD RESIDED IN BOLIVIA FOR SEVERAL YEARS PREVIOUSLY AND IS WELL-RESPECTED GEOLOGIST HIGHLY-KNOWLEDGEABLE ABOUT COUNTRY.

OVERPROGRAMMING IN THE LATTER PART OF 1972-1976 COUNTRY PROGRAM CYCLE, AND SUBSEQUENT BUDGET CUTS NECESSITATED A THOROUGH REVIEW OF ALL UNDP ACTIVITIES IN BOLIVIA. RESREP CURRENTLY ENGAGED IN PROJECT REVIEW AS PART OF PREPARATION FOR PROJECT REDUCTIONS IN SECOND COUNTRY PROGRAM CYCLE. COUNTRY PROGRAM TREATED IN MORE DETAIL IN PARA 5.

RESREP INTENDS TO ENCOURAGE DIALOG AMONG OTHER UN AGENCIES REPRESENTED, AND AMONG OTHER EXTERNAL DONORS. HE IS DIS-SATISFIED WITH RELATIONSHIP BETWEEN UNDP AND INDEPENDENT AND SPECIALIZED UN AGENCIES OPERATING OWN BUDGETS; E.G., EFFECTIVE COORDINATION AND CONTROL OVER ACTIVITIES OF OTHER UN AGENCIES IS POSSIBLE ONLY WHEN UNDP ADMINISTERS THEIR FUNDS. THIS SITUATION HAS ADVERSE EFFECT ON COORDINATION OF OVERALL ASSISTANCE EFFORT. REDUCED UNDP PROGRAM IN SECOND CYCLE MAY PROVIDE RESREP OPPORTUNITY TO ACHIEVE BETTER INTEGRATION AND COORDINATION OF OVERALL UN ASSISTANCE PROGRAM.

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CERTAIN PROBLEMS IN UNDERTAKINGS WITH IBRD HAVE BEEN REPORTED. AS MEMBER OF UN GROUP, IBRD HAS POWER TO DIRECT SOME UNDP PREFEASIBILITY STUDY ACTIVITIES, BUT OBJECTIVES OF TWO AGENCIES NOT ALWAYS COMPLEMENTARY. AS EXAMPLE, IBRD NOT STRONGLY INTERESTED IN RURAL RECOLONIZATION. THIS ACTS AS RESTRAINT ON UNDP'S DESIRED INVOLVEMENT IN THIS AREA. ALSO, COORDINATION OF ACTIVITIES SOMETIMES DIFFICULT, AS REPORTED

TO EMBASSY. IN CASE OF RECENTLY-APPROVED INGAVI PROJECT, UNDP BEGAN FULL PREFEASIBILITY STUDY AND IBRD LATER DECIDED TO SUBCONTRACT CERTAIN PARTS OF PROJECT, LEAVING UNDP'S OBLIGATIONS ON PREFEASIBILITY ANALYSIS UNCLEAR.

RESREP'S RELATIONSHIPS WITH GOB ARE REPORTED TO BE GOOD BY SEVERAL GOB OFFICIALS. HE DEALS PRIMARILY WITH PRESIDENT'S NATIONAL PLANNING COUNCIL (CONEPLAN) MADE UP OF SIC KEY CABINET MEMBERS, AND THE MINISTRY OF PLANNING AND COORDINATION (MINPLAN) WHICH CHAIRS CONEPLAN.

SUPREME DECREE 13434 OF APRIL 11, 1976 GIVES MINPLAN DIRECT AUTHORITY FOR COORDINATING ALL EXTERNAL ASSISTANCE, BOTH AMONG THE DONOR AGENCIES AND AMONG MINISTRIES. THRUST OF RESREP'S COORDINATION EFFORT APPEARS CONSISTENT WITH GOB POLICY AND SHOULD HELP AVOID UNCOORDINATED EFFORTS AS OCCURRED PREVIOUSLY WHEN RELATIONSHIPS WITH SEVERAL MINISTRIES WERE HANDLED INDEPENDENTLY OF EACH OTHER.

EMBASSY'S OVERALL EVALUATION OF RESREP IS THAT HE IS ATTEMPTING TO TAKE DIFFICULT SITUATION WELL IN HAND AND IS WORKING AS QUICKLY AND EFFECTIVELY AS CAN BE EXPECTED UNDER EXISTING CIRCUMSTANCES, IN HIS ROLE AS COORDINATOR OF OVERALL UN ASSISTANCE, TO BRING OTHER UN AGENCY ACTIVITIES INTO HARMONY.

3. COORDINATION OF ALL EXTERNAL TECHNICAL ASSISTANCE.

BOTH UNDP RESREP AND GOB OFFICIALS, PARTICULARLY THOSE IN MINPLAN, EXPRESSED DISSATISFACTION WITH PREVIOUS COORDINATION PROCEDURES. OVER PAST YEAR NEITHER GOB NOR UNDP RESREP HAVE EVIDENCED ANY INTEREST IN HOLDING PERIODIC MEETINGS OF REPRESENTATIVES OF MAJOR TECHNICAL ASSISTANCE AGENCIES. MINPLAN LIMITED OFFICIAL USE

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OFFICIALS STATED THEY WISHED COMPLETE FIVE-YEAR PLAN BEFORE ATTEMPTING SUCH MEETINGS. ALSO THEY PROBABLY STILL WERE NOT IN POSITION SPEAK FOR OPERATING MINISTRIES. RESREP DID NOT WISH MOVE WITHOUT PARTICIPATION MINPLAN. LOWER LEVEL MEETINGS AMONG TECHNICIANS OF VARIOUS DONOR AGENCIES DID TAKE PLACE AND HELPED AVOID SOME PROBLEMS.

NEW DECREE MENTIONED PARA 2 IS DESIGNED IN PART TO RECTIFY PREVIOUS DEFICIENCIES IN GOB PLANNING PROCESS BY CENTRALIZING COORDINATION IN MINPLAN. THE MINISTRY INTENDS TO IMPLEMENT AUTHORITY THROUGH REGULAR MEETINGS WITH DONOR AGENCY REPRESENTATIVES, INCLUDING TECHNICIANS, TO BE ORGANIZED ON A SECTOR BASIS. EFFORTS OF RESREP TO IMPROVE COORDINATION AMONG UN AGENCIES CAN BE EXPECTED TO SUPPORT GOB ACTIONS AND

HOPEFULLY CONTRIBUTE TO IMPROVED COORDINATION AND
COOPERATION AMONG ALL EXTERNAL DONORS.

NO CONCRETE ACTION TOWARD JOINT DESIGN AND
DEVELOPMENT OF PROGRAMS HAS YET BEEN EVIDENCED AMONG
UN AGENCIES AND BILATERAL DONORS. USAID CONTINUES TO
REVEIVE PROJECT PROPOSALS FRON UNDP FOR REVIEW AND
COMMENT. ALSO, GEOGRAPHICAL UNDERSTANDING OF 1974
BETWEEN UNDP AND USAID CONCERNING FOCUS OF FUTURE
AGRICULTURAL PROJECTS (SEE CERP 0008 OF 1975,
PARA 2) REMAINS IN EFFECT. USAID

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DIRECTOR AND PROGRAM OFFICE MAINTAIN RELATIVELY CLOSE
RELATIONSHIP WITH UN RESREP AND HIS OFFICE. USAID

PROVIDES COPIES OF PROJECTS IN DESIGN STAGE AS WELL AS AGREED UPON LOAN AND GRANT PROJECT DOCUMENTS. USAID'S RELATIONSHIP TO OTHER UN AGENCIES HAS BEEN BASED ON INFORMAL CONTACTS DISCUSSED ABOVE. IN ADDITION, RESULTS OF UN PREFEASIBILITY STUDIES AND/OR EXPERIMENTAL TECHNIQUES ARE TAKEN INTO ACCOUNT BY USAID IN DEVELOPING FUTURE PROJECT DESIGNS. USAID'S HUMANITARIAN ASSISTANCE DIVISION, WORKS MOST CLOSELY WITH ITS COUNTERPART UN AGENCIES; PARTICULARLY WHO, WFP, UNICEF AND PAHO, ALTHOUGH OTHER DIVISIONS MAINTAIN BASIC FAMILIARITY WITH UN PROGRAMS, INSOFAR AS IS RELEVANT TO THEIR PARTICULAR AREA.

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4. FINANCIAL RESTRAINTS. MANY BOLIVIAN UNDP PROGRAMS HAVE BEEN HARD HIT BY AUSTERITY MEASURES OF LATE 1975, DUE TO HEADQUARTERS' DIRECTIVE IN MID-1974 TO EXPAND PROGRAM BEYOND ORIGINAL \$15 MILLION CEILING FOR 1972-1976 CYCLE. PROJECTS ADDED RAISED FUNDING LEVELS \$3.8 MILLION OVER ORIGINAL FIGURE. THE REQUIREMENT IMPOSED IN NOVEMBER 1975 TO RETURN TO \$15 MILLION CEILING FORCED UNDP TO DRastically CURTAIL EXISTING AND PLANNED PROJECTS. UNDP OFFICE HAS ALMOST REACHED FINAL DECISION ON PROJECTS TO BE AFFECTED BY OVERALL FINANCING CUTS.

UNDP IS CONTINUING PROJECTS WELL ALONG OR NEAR COMPLETION, THOSE MOST FAVORABLY EVALUATED, AND THOSE OF MAJOR FINANCIAL MAGNITUDE. CONTRACTURAL AND LEGAL COMMITMENTS FURTHER COMPLICATE THIS PROCESS. BASIS FOR RETENTION OF OTHER PROJECTS AND DEVELOPMENT OF NEW ONES IS COMPLEMENTARITY WITH GOB'S FIVE-YEAR PLAN, SCHEDULED TO BE PUBLISHED IN JUNE 1975 (SEE PARA 5 BELOW).

USAID UNDERSTANDING IS THAT FINANCIAL RESTRAINTS ARE GOING TO IMPACT RATHER SEVERELY ON ONGOING AND FUTURE AGRICULTURAL SECTOR PROGRAMS. ALSO, CUTS IN TECHNICAL ASSISTANCE TO THE IDB ANIMAL SANITATION AND HEALTH PROJECT COULD HAVE NEGATIVE EFFECTS ON PROJECT SUCCESS (SEE LA PAZ 410 OF JANUARY 1976).

UNTIL UNDP COUNTRY PROGRAM REVIEW COMPLETED IT IS DIFFICULT TO IDENTIFY WITH CERTAINTY SPECIFIC AGRICULTURAL PROJECTS WHICH WILL BE AFFECTED BY BUDGET CUTS. HOWEVER, THE FOLLOWING PROJECTS ARE CURRENTLY EXPECTED TO SUFFER CUTBACKS RANGING FROM MINOR EFFECT TO VIRTUAL ELIMINATION: FORESTY PROJECT (BOL/74/031); MILK PRODUCTION PROJECT (BOL/74/027); A PUBLIC ADMINISTRATION PROJECT TO HAVE FOCUSED ON THE AGRICULTURAL SECTOR (BOL/74/033); AND THE ALTIPLANO AGRICULTURAL PRODUCTION PROJECT (BOL/74/029). THERE WILL ALSO BE A LONGER-RUN EFFECT ON THE AGRICULTURAL

SECTOR AS MANY UNDP PROJECTS IN THIS SECTOR ARE DESIGNED
FOR SUBSEQUENT CONSIDERATION AS CANDIDATES FOR IBRD
LENDING. DELAYING OR ELIMINATING THESE COULD SERIOUSLY
EFFECT THE NUMBER AND TIMING OF WORLD BANK PROJECTS.
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IN HEALTH AND FAMILY PLANNING IT APPEARS ONLY UNICEF'S
CHUQUISACA-TARIJA HEALTH PROJECT WILL BE SEVERELY AFFECTED,
AS UNDP/WHO MAY PHASE OUT ITS SUPPORTING TECHNICAL ASSISTANCE
IN NURSING AND SANITARY ENGINEERING. THERE WILL APPARENTLY
BE LITTLE EFFECT ON EXISTING EDUCATION SECTOR PROJECTS.

PUBLIC ADMINISTRATION WOULD BE AFFECTED IF THE UNDP DE-
CIDES NOT TO PROVIDE THREE FULL TIME ADVISORS TO THE NATIONAL
COMPUTER CENTER (CENACO) AS INITIALLY PLANNED. AID/IRS
ASSISTANCE TO THIS PROJECT, ACCORDING TO PLAN, WILL BE COM-
PLETED IMMIMENTLY (JUNE 1976). AT PRESENT, IT IS UNCERTAIN
WHETHER THE UNDP ASSISTANCE WILL BE DELAYED OR ELIMINATED
ALL TOGETHER. AT LEAST FOR THE SHORT RUN, I.E., UNTIL
OTHER FOREIGN ASSISTANCE SOURCES ARE IDENTIFIED, THIS WOULD
ADVERSELY AFFECT CENACO WHICH DOES NOT YET HAVE FULL IN-
HOUSE CAPABILITY TO MAKE EFFECTIVE USE OF NEW COMPUTER
SYSTEM--LARGER AND MORE COMPLEX THAN ANY PREVIOUS SYSTEM
WHICH BOLIVIA HAS HAD.

ULTIMATE EFFECT OF UNDP BUDGET REDUCTIONS CANNOT YET
BE DETERMINED DEFINITEVELY SINCE SOME PROJECTS MAY BE
ABSORBED BY BILATERAL OR MULTILATERAL DONORS. BOTH IBRD
AND IDB HAVE INDICATED THEY WOULD ABSORG TECHNICAL ASSIS-
TANCE FUNDING FOR CERTAIN ONGOING PROJECTS IF NECESSARY.
THE SWISS HAVE EXPRESSED INTEREST IN THE TELECOMMUNICATIONS
PROJECT AND THE INTEGRATED RURAL DEVELOPMENT PROJECT, AND
THE DUTCH ARE ALSO INTERESTED IN THE INTEGRATED RURAL
DEVELOPMENT PROJECT. OTHER BILATERAL DONORS, SUCH AS THE
SWedes, HAVE APPROACHED THE PROBLEM MORE GENERALLY BY
RAISING VOLUNTARY CONTRIBUTION TO UNDP. UNDP PROGRAM
REVIEW AND CURTAILMENT MAY BE ADVANTAGEOUS IN SOME RESPECTS,
TO THE EXTENT THAT MARGINAL PROJECTS ARE ELIMINATED. THERE
WILL, HOWEVER, BE SOME CLEARLY NEGATIVE, DISRUPTIVE CONSE-
QUENCES AS WELL IN TERMS OF DEVELOPMENTALLY-IMPORTANT
ACTIVITIES SUFFERING SHORT TO LONG-TERM DISRUPTIONS.

NOTABLE IN UNDP PROGRAM CURTAILMENT IS A SHIFT IN
PROGRAM'S FOCUS AWAY FROM AGRICULTURAL AND SOCIAL DEVELOP-
MENT AREAS, TO SUPPORT OF GOB DEVELOPMENTAL PRIORITIES IN
QTE PRODUCTIVE UNQTE SECTORS WHERE BULK OF GOB'S OWN
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BUDGET RESOURCES ARE BEING DIRECTED. THIS FOCUS FOR THE UNDP ALSO IS CONTAINED IN THE PRELIMINARY NOTE PREPARED BY THE RESREP CONCERNING THE PROGRAM CYCLE 1977 THROUGH 1981. (SEE 1977 PROJECT LIST, PARA 8.) IN OUR VIEW, THIS FOCUS IS ONE WHICH DESERVES ADDITIONAL DISCUSSIONS WHICH WE HOPE TO HAVE WITH THE RESREP AND WHICH WE HOPE WILL BE THE SUBJECT OF SOME SORT OF INTERAGENCY MEETING WITH THE MINPLAN. ON THE ONE HAND, SINCE AID IS FOCUSING ITS ATTENTION ON THE SECTORS OF AGRICULTURE, EDUCATION AND HEALTH AND SINCE THE IBRD AND THE IDB ARE PAYING INCREASING ATTENTION TO AGRICULTURE PERHAPS IT IS BEST THAT THE UNDP CONCENTRATE ITS EFFORTS IN OTHER SECTORS. ON THE OTHER HAND, THERE WOULD SEEM TO BE A QUESTION OF THE APPROPRIATENESS OF THE USE OF GRANT FUNDS FOR PROJECTS WHICH MIGHT BE ABLE TO BE FINANCED WITH REIMBURSABLE FUNDS GIVEN THEIR PROBABLY HIGHLY-PRODUCTIVE RESULTS; AND THERE WILL BE A PROBLEM FOR OTHER ASSISTANCE AGENCY PROGRAMS IF THE UNDP RETIRES ENTIRELY FROM THE AGRICULTURE SECTOR (E.G., DOES NOT GO FORWARD WITH THE PROJECT TO IMPROVE THE ADMINISTRATION OF THE MINISTRY OF AGRICULTURE).

5. COUNTRY PROGRAMMING. SCHEDULE FOR BOLIVIA'S UNDP SECOND PROGRAMMING CYCLE IS AS FOLLOWS:
NOTE OF RESIDENT REPRESENTATIVE CONTAINING EVALUATION OF FIRST CYCLE AND GENERAL PROGRAM OUTLINE FOR SECOND CYCLE (1977-1981) HAS BEEN PREPARED. ONCE NOTE IS APPROVED BY HEADQUARTERS, COUNTRY PROGRAM REVIEW DOCUMENT WILL BE PREPARED AS BASIS FOR SECOND CYCLE PROGRAMMING. REVIEW DOCUMENT WILL BE SUBMITTED TO HEADQUARTERS SEPTEMBER 1976.
FINAL PROGRAM PROPOSAL FOR SECOND CYCLE IS TO BE SUBMITTED TO UNDP GOVERNING COUNCIL IN JUNE 1977 FOR APPROVAL. EMBASSY AND USAID HAVE COPY OF NOTE AND WILL COMMENT BEFORE UNDP FINALIZES.

NOTE PLUS DISCUSSIONS WITH RESREP INDICATE FOLLOWING
CONSIDERATIONS WILL UNDERLIE SECOND CYCLE PROGRAMMING:

(1) GOB'S FIVE YEAR PLAN WHICH COINCIDES ROUGHLY WITH
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UNDP SECOND CYCLE AS BASIS FOR DESIGNING COMPLEMENTARY
UNDP PROJECTS; (2) REGIONAL PRIORITIES OF GOB EXPRESSED
IN PLAN AND ELSEWHERE, AS BASIS FOR DETERMINING
GEOGRAPHICAL FOCUS OF UNDP ASSISTANCE; (3) BUDGET CON-

STRAINTS IMPOSED BY OVERALL UNDP FUNDING LEVELS.

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UNDP WILL CONSULT DIRECTLY WITH GOB THROUGH MINPLAN
IN DEVELOPING SECOND CYCLE PROGRAM. UNDP PROGRAM PLANS
DESCRIBED IN NOTE WOULD CONCENTRATE ON THE FOLLOWING
SECTORS: (A) PHYSICAL INFRASTRUCTURE, (B) PLANNING AND
PUBLIC ADMINISTRATION, (C) NON-RENEWABLE NATURAL RESOURCES,
(D) RENEWABLE NATURAL RESOURCES, (E) INDUSTRY, (F) INTE-
GRATED RURAL DEVELOPMENT. THESE PLANS WILL BE GIVEN TO
MINPLAN FOR CONSIDERATION AND SUGGESTED ALTERATIONS. AT
PRESENT, UNDP INDICATES THE CONTENT OF THE NEXT PROGRAM
CYCLE WILL FOCUS ON SUCH AREAS AS TELECOMMUNICATIONS AND
CIVIL AVIATION, WHICH ARE REGARDED AS SUCCESSFUL ONGOING
PROJECTS BY UNDP AND GOB. EVALUATION OF ENERGY RESOURCES,
PROMOTION AND DEVELOPMENT OF REGIONAL PLANNING, ODERNI-
ZATION OF THE PUBLIC SECTOR AND THE MINING SECTOR ARE
OTHER AREAS OF CONCENTRATION BEING CONSIDERED BY HE UNDP.
MINPLAN HAS INDICATED THEY PREFER UNDP CONCENTRATE ASSIS-

TANCE EFFORTS IN FOUR AREAS: AGRIBUSINESS, AGRICULTURE,
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IRRIGATION AND BASIC INFRASTRUCTURE. THESE PREFERENCES ARE NOT CONGRUENT WITH EMBASSY AND USAID'S UNDERSTANDING OF REREP'S INTENDED THRUST FOR UNDP PROGRAM FOLLOWING REQUIRED REDUCTIONS AS DISCUSSED ABOVE AND IN PARA 4. SPECIFICALLY, UNDP AGRICULTURAL PROGRAMS PRESENTLY APPEAR TO BE EARMARKED FOR DRASTIC REDUCTION. UN AGENCIES WILL PARTICIPATE IN THE COUNTRY PROGRAM REVIEW AND SECOND CYCLE PROGRAMMING AS DESCRIBED IN CERP 0008 OF 1975. USAID WILL ALSO REVIEW AND COMMENT ON SECOND CYCLE PROGRAMMING DOCUMENTS.

UNDP FACED TWO MAJOR FACTORS ADVERSE TO EFFICIENT PLANNING AND EXECUTION OF TECHNICAL ASSISTANCE PROJECTS DURING THE FIRST CYCLE. THE FIRST WAS A LACK OF PRECISE DIRECTIVES AND WELL-FOUNDED PRIORITIES, COUPLED WITH A LACK OF CONTINUITY IN POLICY ON THE PART OF THE GOB. THIS PROBLEM WAS DUE MAINLY TO DEFICIENCIES IN THE GOB PLANNING PROCESS, AND HAD SEVERAL SPECIFIC MANIFESTATION: DURING THE FIRST CYCLE, A SERIES OF GOB DEVELOPMENT PLANS WERE PRESENTED AND SUBSEQUENTLY REMAINED UNEXECUTED OR WERE SUPPLANTED BY NEW PLANS. THE ABSENCE OF A RELIABLE NATIONAL STATISTICS PROGRAM HINDERED ELABORATION AND EVALUATION OF UNDP PROJECTS. FINALLY, GOB MINISTRIES' ADMINISTRATION WAS COMPARTMENTALIZED, RESULTING IN INDEPENDENT AND SOMETIMES COMPETING PROPOSALS ON THEIR PART. AS A RESULT, THE PLANNING PROCESS AS A WHOLE WAS SPORADIC RATHER THAN A CONTINUOUS PROCESS.

THE SECOND MAJOR DIFFICULTY WAS THE SURFEIT OF PROJECTS IN THE INITIAL PHASE OF THE FIRST CYCLE, DUE TO UN PROJECTS ALREADY IN PROGRESS, AND AGAIN IN JUNE OF 1974 WHEN THE UNDP PROGRAM WAS EXPANDED. THIS PROBLEM IS ALREADY BEING RESOLVED THROUGH PROGRAM REDUCTIONS AND MORE CAUTIOUS PROGRAMMING.

THE PROBLEMS ASSOCIATED WITH DEFICIENCIES IN THE GOB PLANNING PROCESS HAVE BEEN ADDRESSED IN LARGE PART IN THE DECREE MENTIONED PARA 2. THE EXISTENCE OF A FIVE-YEAR PLAN, ADMINISTERED UNDER THE CONTROL OF ONE MINISTRY, MINPLAN, WILL ALSO SERVE TO IMPROVE THE PLANNING PROCESS; AND HENCE FACILITATE UNDP'S TASK IN DEVISING COMPLEMENTARY PROGRAMS.

6. WOMEN IN DEVELOPMENT. BRIEF CONVERSATIONS WITH ASSIS-
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TANT RESREP INDICATE THAT UNDP HAS NOT DONE A GREAT DEAL TO PROMOTE INTERNATIONAL WOMEN'S YEAR. ACTIVITIES INCLUDE SUCH THINGS AS SENDING A BOLIVIAN TO THE IWY CONFERENCE IN MEXICO AND SPONSORING A CONFERENCE ON WOMEN AND OCCUPATIONAL HEALTH IN LA PAZ.

7. RESULTS OF TRIPARTITE PROJECT REVIEW SYSTEM
(TPR) HAVE PLAYED ROLE IN FORMING THE BASIS FOR CURRENT REVIEW OF UNDP PROJECT PORTFOLIO. INFORMATION GAINED FROM REVIEW SYSTEM HAS BEEN AUGMENTED BY LESS FORMAL IN-HOUSE REVIEWS EVERY SIX MONTHS. THE TRP SYSTEM IS GENERALLY VIEWED BY THE LOCAL UNDP AS AN EXTREELY USEFUL VEHICLE FOR ACHIEVING TIMELY PROJECT IMPLEMENTATION, FOR MAKING ADJUSTMENTS IN PROJECT DESIGN, AND FOR EXTENDING PROJECTS. ITS UTILITY APPEARS GREATER FOR LARGER PROJECTS; I.E., THOSE COSTING MORE THAN \$150,000 AND FOR PROJECTS WHICH INVOLVE A FAIRLY HIGH DEGREE OF COST-SHARING BY GOB. WHEN TPR SYSTEM WAS FIRST INSTITUTED, IT HELPED ADJUST DESIGNS, EXPEDITE IMPLEMENTATION AND, AT TIMES, ELIMINATE PREVIOUS PROJECTS. AS SPECIFIC EXAMPLES, THE ERTS AND TELECOMMUNICATIONS PROJECTS HAVE BENEFITTED GREATLY FROM THE TPR SYSTEM. ONE PROJECT, IN ASBESTOS DEVELOPMENT, HAS BEEN ELIMINATED AS A RESULT OF THE TPR SYSTEM WHEN IT BECAME CLEAR THAT IT HAD BEEN POORLY-CONCEIVED AND THAT THERE WAS LITTLE GOB INTEREST.

THE MAJOR CONTRIBUTION OF THE TPR SYSTEM HAS BEEN TO TIMELY PROJECT IMPLEMENTATION. DELAYS IN ARRIVAL OF TECHNICAL ADVISORS, COMMODITIES OR, ALTERNATELY, IN GOB CONTRIBUTIONS CAN NOW BE CORRECTED. EFFECTIVENESS OF SYSTEM APPEARS TO DEPEND ON THE REGIONAL ADVISOR AND THE STRENGTH OF THE RECOMMENDATIONS AND REQUIRED ACTIONS CONTAINED IN HIS REPORT FOR ITS EFFECT ON THE UN SPECIAL AGENCY NOT MEETING A CERTAIN PART OF THE PLANNED IMPLEMENTATION REQUIREMENTS.

ALTERNATIVELY, WHERE DELAYS CAN BE ATTRIBUTED TO THE HOST GOVERNMENT, THE TRP VEHICLE PROVIDES A FORUM FOR ADDRESSING THE PROBLEM AND MAKING FUTURE PROJECT INPUTS DEPENDENT ON THE HOST GOVERNMENT MEETING ITS COMMITMENTS ON CERTAIN CONDITIONS.

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8. PROPOSED UNDP PROGRAM FOR 1977

PROJECT UNDP SHARE "COST SHARING"
 BY GOB

1. CIVIL AVIATION/LAB

BOL/74/009 299,000 354,290

2. TELECOMMUNICATIONS

BOL/71/518 278,000 100,000

3. REGIONAL DEVELOP.

BOL/74/007 383,940/1 -

4. MODERNIZATION OF

PUBLIC SECTOR

BOL/74/033 300,000/2 -

5. SUPPORT FOR MINING

SECTOR 3000,000

6. DEVELOPMENT OF HYDRO-

ELECTRIC RESOURCES

BOL/73008 89,000 -

7. ALTIPLANO

BOL/74/028 165,240 -

8. METAL-MECHANICS

BOL/73/003 268,500 -

9. ABABO-IZOZOG

BOL/69/516 256,000 -

10.)-?94/TECHNICAL

EDUCATION

BOL/74/022-BOL/74/025 111,000 -

11. FOREST RESOURCES

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BOL/74/031 400,000 -

12. OCCUPATIONAL HEALTH 48,100

2,898,680 454,290.

1/ INCLUDING COOPERATIVES.

2/ INCLUDING CENACO.

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Control Number: n/a
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Draft Date: 28 APR 1976
Decaption Date: 01 JAN 1960
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Disposition Action: RELEASED
Disposition Approved on Date:
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Disposition Case Number: n/a
Disposition Comment: 25 YEAR REVIEW
Disposition Date: 28 MAY 2004
Disposition Event:
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Disposition Reason:
Disposition Remarks:
Document Number: 1976LAPAZ03270
Document Source: CORE
Document Unique ID: 00
Drafter: n/a
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Film Number: D760164-0691
From: LA PAZ
Handling Restrictions: n/a
Image Path:
ISecure: 1
Legacy Key: link1976/newtext/t19760411/aaaaajgi.tel
Line Count: 596
Locator: TEXT ON-LINE, ON MICROFILM
Office: ACTION IO
Original Classification: LIMITED OFFICIAL USE
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Reference: 76 STATE 72386
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Review Authority: GolinoFR
Review Comment: n/a
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Status: NATIVE
Subject: CERP 0008: EVALUATION OF UN ASSISTANCE PROGRAMS
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